

## Stakeholder engagement

# HOW WE ENGAGE WITH OUR STAKEHOLDERS

Next 15 is committed to delivering long-term sustainable performance and growth for the benefit of its stakeholders. We understand the importance and benefit of engagement with all key stakeholders.

We aim to continue to have open dialogue with our internal and external stakeholders alike, and we are creating and embedding more formal frameworks and systems to achieve this. In this section we present the various stakeholder groups and how we engage with them.

### Employees



We put our people first. Our business is built by the talent of our people, and we know our success is fundamentally driven by their skill, commitment and passion. As detailed in our ESG Report on page 33, we have clear priorities to ensure engagement with our people, including: EDI, attracting and retaining the best talent, employment policies and remuneration, health, safety and wellbeing of employees and data privacy and cyber security. The way that people work has changed following the pandemic and therefore we need to continually review the way we engage with employees given this change.

#### How we engage at Board level

- Paul Butler, Non-Executive Director, has been appointed as the Non-Executive Director responsible for workforce engagement in order to give the Board access to employees at all levels across the Group.
- Holding at least two Board meetings per year in person, with at least one in the UK and one in the US, to include time for the Board to meet employees.
- A 'people dashboard' with updates on our employee base and the output of staff surveys is regularly shared with the Board.

#### How we engage across Next 15

- Monthly Company newsletter sent to all employees.
- Regular team meetings, both in person and virtually.
- Teams set regular days where employees are encouraged to be in the office for collaboration and social activities.
- Regular employee 'net promoter score' surveys carried out which from FY24 are a component of Executive Director bonus.
- Regular town halls to share Company news and events.
- Using Slack channels to keep staff informed and allow easy access to management.
- Using the Next 15 Academy, an online learning platform to share policies and procedures as well as training and development materials.

### Customers



Our client base is varied but includes some of the world's best-known brands. Focusing on meeting the needs of our clients is critical to the success of each of our businesses. By the nature of the work we do, our brands work in collaboration with their clients. Teams are embedded within client organisations, and we continue to look at ways to better serve client needs based on what they tell us.

#### How we engage at Board level

- The Board receives regular updates from management regarding new client wins, the client pipeline and the performance of the brands.
- Executive Directors, in particular our CEO, regularly meets with clients to understand their challenges and growth priorities.

#### How we engage across Next 15

- A standard client onboarding process to ensure we understand them and they understand us better.
- Client satisfaction surveys to ensure we continue to meet their needs.
- Client networking events held by our brands to share good business practices and collaborate with our clients.
- Sharing new client wins and industry awards and events across all brands encourages employees from all parts of the business to understand our key clients and how we support them.
- Giving brands access to the Ethics Group as detailed in the ESG report on page 33 to ensure clients fit with our strategy and values.

See also:

**Our strategy**  
p16

**Corporate governance**  
p68

## Investors



The Board recognises the critical importance of open dialogue, transparency and fair consideration of the Company's shareholders. Executive Directors engage with shareholders regularly throughout the year to discuss strategy and ensure they are appraised on our strategic plans and financial results.

### How we engage at Board level

- The CEO and CFO regularly meet with major shareholders in person or virtually following interim and full-year results announcements.
- Capital markets days are held from time to time.
- Direct consultation takes place for key decisions such as brands deciding to become a B Corp, our ESG strategy and key remuneration matters.
- Ensuring key shareholders know that access to all of our Board Directors is available if they want to discuss anything with regard to the Company.
- The Directors attend the Annual General Meeting ('AGM') which is an opportunity for all shareholders to meet the Board and discuss the Annual Report and Accounts and the work of the Board Committees.

### How we engage across Next 15

- Our Annual Report and Accounts is prepared each year to give shareholders details on the Company's strategy, the performance of the Group and the operation of the Board.
- Our corporate website provides access to key Company information and publications as well as additional resources and links to all of our brands.
- Key shareholders have access to ad-hoc meetings with Executive Directors and other members of the senior management team upon request.

## Suppliers



Because of the nature of our business, our long-term success as a Group is not dependent on any one supplier. We aim to work with suppliers that match our aims and values. We work with a number of suppliers to ensure we can provide the services to our clients. We want to ensure that our suppliers are engaged on suitable terms and meet the expectations of the Group.

### How we engage at Board level

- The Board receives updates on supplier and partner relations and the matters reserved for the Board ensures that key new and renewing supplier contracts are referred to the Board for approval.

### How we engage across Next 15

- A supplier onboarding process to help minimise risk and ensure suppliers meet our ethical standards and values.
- We use formal contracts with suppliers to ensure they are engaged on appropriate terms.
- For major new suppliers, a member of our senior management team will act as a sponsor to oversee the selection, negotiation and onboarding of suppliers.

## Our brands



The Group has grown significantly, and we want to maintain the personal connection with our brands that has been key to our success. It is also crucial for all our leaders to have an opportunity to get to know the Board and where appropriate, our shareholders, as part of their career progression and personal development.

### How we engage at Board level

- Monthly meetings for all Group CEOs with the Executive Directors.
- Regular 1:1 meetings with Next 15 Executive Directors.
- Annual strategy sessions with the Next 15 Board.
- In-person Board meetings are held in the UK and US and time is made available for the Board to meet key members from the brands as well as the broader employee base. At the Board's strategy meeting in New York in October 2022, a 'speed dating' session was held giving time for all of our US brands to spend time with each of the Directors and members of the Next 15 senior management team.

### How we engage across Next 15

- Regular meetings across multiple Group functions to address matters such as talent management, business disruption, data, EDI, productisation, cyber security and financial controls.
- In London, the Next 15 team and all of the UK brands have now moved to new offices at 60 Great Portland Street and in New York all brands have moved into 666 3rd Avenue. For the first time, all London and New York based brands have office space in the same building allowing much more collaboration as well as support and guidance from each other and the Next 15 team.